

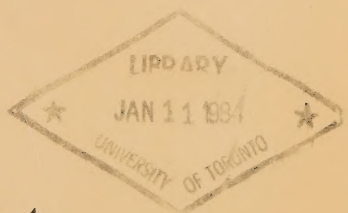
# Developing Small Business For Ontario

CA70N

0DC

-83D27

  
The  
Ontario  
Development  
Corporations  
December, 1983





# Table of Contents

	Page
Our Mission: Developing Small Business for Ontario . . . . .	2
ODC: Developing Southwest/Central Ontario . . . .	4
NODC: Developing Northern Ontario . . . . .	6
EOC: Developing Eastern Ontario . . . . .	8
Developing Industry . . . . .	10
Developing Trade . . . . .	12
Developing Tourism . . . . .	14
The Development Corporations Programs . . . . .	16
The Development Corporations Funding . . . . .	20

Ontario Development Corporation,  
1200 Bay Street, Queen's Park,  
Toronto, Ontario/Canada  
M7A 2E7

Frank S. Miller, Minister of  
Industry and Trade

James H. Joyce, Chairman,  
Ontario Development Corporation

Douglas J. Johnson, Chairman,  
Northern Ontario Development  
Corporation

Alex Siversky, Chairman, Eastern  
Ontario Development Corporation

Andrew D. Croll, Executive  
Director and Chief Executive  
Officer

Editorial copy from this publi-  
cation may be used without  
permission.

This publication was designed and  
produced in Ontario and printed  
on Canadian paper.

# Developing Small Business for Ontario

Ontario's three Development Corporations help create new businesses, new products, new exports and new jobs. Since 1963, we have helped finance over 6,000 Ontario businesses.

We encourage the entrepreneurial spirit in Ontario. We're willing to share the risk so that entrepreneurs can turn their good ideas into practical projects and can expand businesses with high growth potential.

Specifically, the Development Corporations provide the additional financial support needed to get good ideas moving. We can offer: lines of credit for export sales, term loans, loan guarantees, and assistance in attracting private sector lenders.

We'll look at any project that promises to develop our province. In practice, most of the projects we help finance involve:

- Export sales
- Plant and equipment expansions
- Product improvements, particularly high technology
- The development of tourist accommodation

The terms and conditions of our assistance are negotiated in each case to suit the circumstances and the development potential of the individual project.

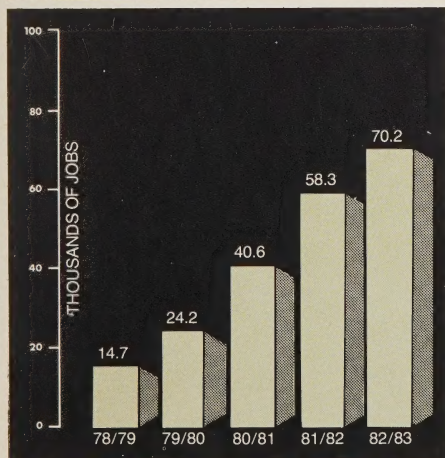
The Honourable Frank S. Miller, Minister of Industry and Trade, discusses the Development Corporations plans for the future with the Chief Executive Officer, Andrew Croll.



"For 20 years ODC has been helping small business and service is still our number one priority. We do a lot more than make loans. We help make things happen."

Hon. Frank S. Miller  
Minister of Industry and Trade

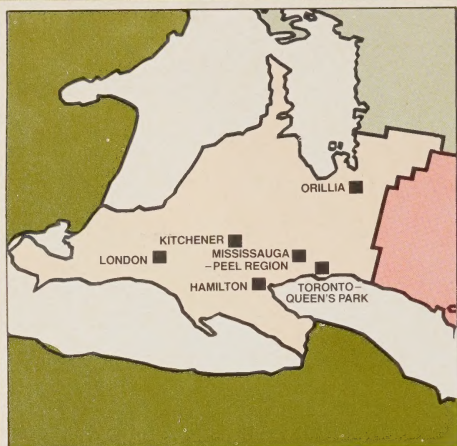




## Cumulative Job Creation

Throughout Ontario, the three Development Corporations have helped small businesses create more than 70,000 new jobs over the past five years.

# ODC: Developing Southwest/Central Ontario



## Selected Regional Characteristics

	Number	Percent of Total Ontario
Population	6,402,000	74%
Largest City:		
Metro Toronto	2,140,000	25
Communities	353	
Average Size	18,100	
Manufacturers	12,022	86
Tourist Operators*	1,343	30

## ODC Financial Assistance, 1982/83

		Percent of Total Ontario
Industry		
No. of Loans	159	51%
Total Amount (\$000's)	\$32,609	67
Trade		
No. of Loans	111	92
Total Amount (\$000's)	28,870	86
Tourism		
No. of Loans	34	42
Total Amount (\$000's)	6,249	54
Total		
No. of Loans	304	59
Total Amount (\$000's)	\$67,728	72

## ODC Development Impact, 1982/83

Additional Employment	
Year 1	3,521
Year 5	8,602
Total Investment Generated (\$000's)	\$160,116

\*Accommodation only.



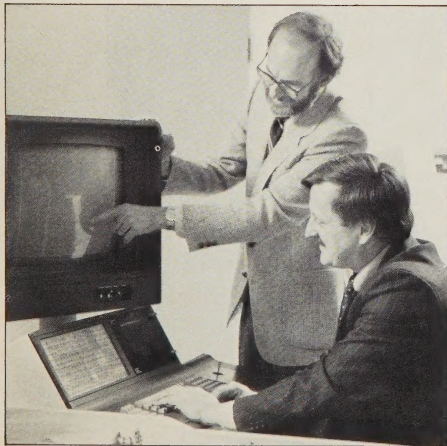


## Jeamar Winches Ltd.

Ben Aston, President of Jeamar Winches Ltd. of Thornhill, shows James Joyce, Chairman of the Board of Directors of the Ontario Development Corporation, the blueprints for a power-operated winch.

This small company manufactures both hand and power-operated winches and sells them to some of the largest manufacturers in the U.S. and Great Britain.

"We recently embarked on a concentrated effort to significantly expand our export markets," said Ben Aston. "We ran into difficulty when we tried to increase our line of credit, so I contacted Wallace Goddard at ODC's Willowdale office. Wallace arranged an Export Support loan that will help us increase our export sales by more than 100% over the next year or two."



Bruce Maycock, a loan applications consultant in our Kitchener office, works on a computer-assisted analysis of a high technology project with John Richardson, Vice-President of Ontario's CAD/CAM Centre in Cambridge. Our consultants can call on a wide range of expertise, both within the Ontario government and with outside contacts, for additional advice on specialized projects.

# NODC: Developing Northern Ontario

## Selected Regional Characteristics

	Number	Percent of Total Ontario
Population	801,000	9%
Largest City: Sudbury	158,000	2
Communities Average Size	186 3,900	
Manufacturers	623	4
Tourist Operators*	1,929	44

## NODC Financial Assistance, 1982/83

		Percent of Total Ontario
Industry		
No. of Loans	69	22%
Total Amount (\$ooo's)	\$7,875	16
Trade		
No. of Loans	3	2
Total Amount (\$ooo's)	1,390	4
Tourism**		
No. of Loans	26	32
Total Amount (\$ooo's)	2,237	19
Total		
No. of Loans	98	19
Total Amount (\$ooo's)	\$11,502	12



## NODC Development Impact, 1982/83

Additional Employment	
Year 1	529
Year 5	938
Total Investment Generated (\$ooo's)	\$28,896

\*Accommodation only.

\*\*Does not include NORDA Tourism Loans administered by Tourism and Recreation



## Nestor Falls Hotel

Ronald Valliant and his family have owned the Nestor Falls Hotel since 1964. It's located on Highway 71, the main route between Kenora and the United States border.

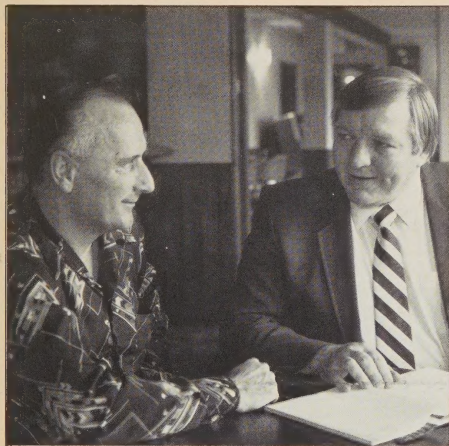
As Ron explained recently to Doug Johnson, Chairman of the NODC Board of Directors, "a few years ago we realised we were not attracting enough

of the highway traffic, so we decided to embark on an expansion and modernization program." With the help of a Northern Ontario Development Corporation tourist loan, he built a 10-unit motel on the property, which helped him capture some of that highway traffic.

Two years later, another NODC loan provided the funds to

remodel the exterior of the original hotel building, add an outside dining deck, and refurbish the lounge and dining areas.

"The Lake of the Woods area is fast becoming one of the most popular tourist areas in the Province," Ron said. "Thanks to NODC, we have been able to get our fair share of the tourist dollar, and provide first-class facilities for the travelling public."



Al Beckley, the director in charge of loan applications for Northern and Eastern Ontario, looks over an application for a tourism loan. Because of our considerable experience in providing financial assistance to tourist operators, we can offer informed advice about many aspects of this unique industry.

# EODC: Developing Eastern Ontario



## Selected Regional Characteristics

	Number	Percent of Total Ontario
Population	1,422,000	17%
Largest City: Ottawa	563,000	7
Communities Average Size	259 5,500	
Manufacturers	1,405	10
Tourist Operators*	1,147	26

## EODC Financial Assistance, 1982/83

		Percent of Total Ontario
Industry		
No. of Loans	82	26%
Total Amount (\$000's)	\$8,962	18
Trade		
No. of Loans	7	6
Total Amount (\$000's)	3,200	10
Tourism**		
No. of Loans	21	26
Total Amount (\$000's)	2,999	26
Total		
No. of Loans	110	21
Total Amount (\$000's)	\$15,161	16

## EODC Development Impact, 1982/83

Additional Employment	
Year 1	835
Year 5	2,385
Total Investment Generated (\$000's)	\$35,667

\*Accommodation only.

\*\*Does not include EOSA Tourism Loans administered by Tourism and Recreation

## Harrowsmith Cheese Factory



Few Ontario companies can boast a history of more than 100 years, but the Harrowsmith Cheese Factory Limited has been situated in the community of Harrowsmith, in Frontenac County, since the late 1800's.

The owner, Harold Kingston, realized in 1980 that the profitability of Harrowsmith could be maintained only by expanding into specialty cheeses.

With the assistance of Bill McLean and the Kingston office of the Eastern Ontario Development Corporation, Harold was able to build a 7,500 sq. ft. building addition and buy new equipment for the production of parmesan, romano and brine type cheeses.

The EODC loan was of special importance to Harold Kingston.

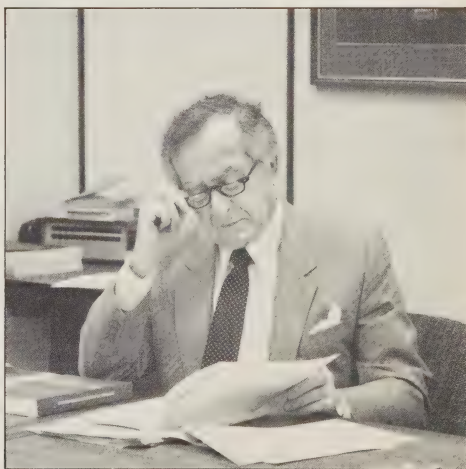
"Cheese products require storing and aging for a year or more, which in turn puts a severe strain on our cash flow situation until the product is marketed," says Kingston. "EODC's ability to match payments to our cash flow needs was a tremendous help."

After the expansion in 1980, the company found there was a greater market than anticipated for the new products. Consequently, it was necessary to build a new curing, drying, and dry storage facility to accommodate the increasing product demand. Bill McLean was again called in and quickly arranged additional financing.

As a result, Harrowsmith will add fifteen new jobs over the next five years.



Diamond Dedhar, a consultant in our Kingston office, visits Werner Jansen of Wejay Machine Products to discuss a new industrial project. Although our focus is usually on financing, we evaluate all aspects of a project, including production and marketing, to help maximize a project's chances of success.



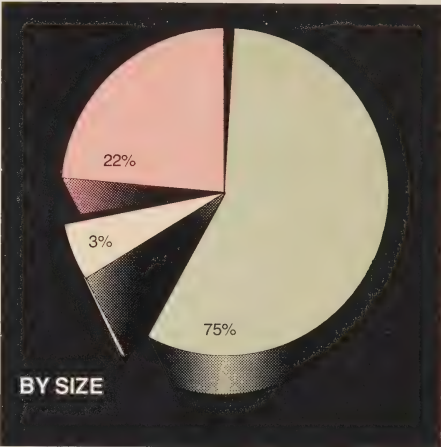
Alex Siversky, Chairman of the EODC Board, raises a question about a submission the Board is considering. The Board of Directors of the Development Corporation meet monthly to approve loan applications, and the objective assessments provided by these community representatives help improve the quality of the service we offer.



# Developing Industry

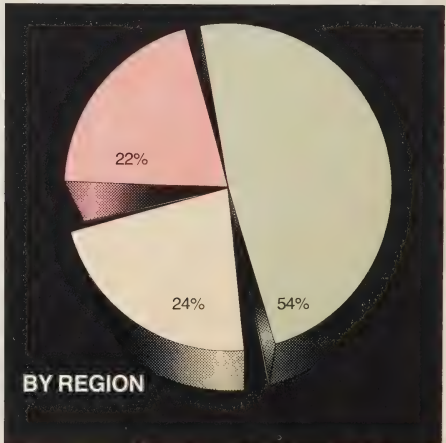
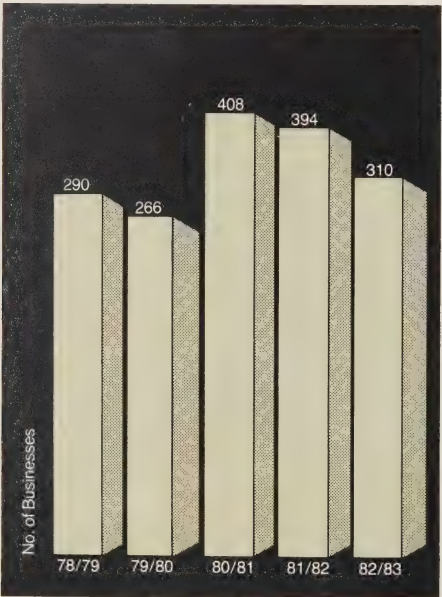
Developing Ontario's manufacturing sector continues to be a major goal of the Development Corporations. The 12,000 small manufacturers in the Province that make up the Corporations' largest client group look to us for long-term financing of start-ups, plant expansions, new technology and productivity improvements. During the Corporations' 20 year history over 5,000 manufacturers have received financial assistance from us, and about 2,000 of them are current clients. Each year the Corporations approve between 250 and 400 new loans and guarantees for this client group.

## Industrial Businesses Assisted 1982/83



- Up to 20 employees
- 21 to 100 employees
- Over 100 employees

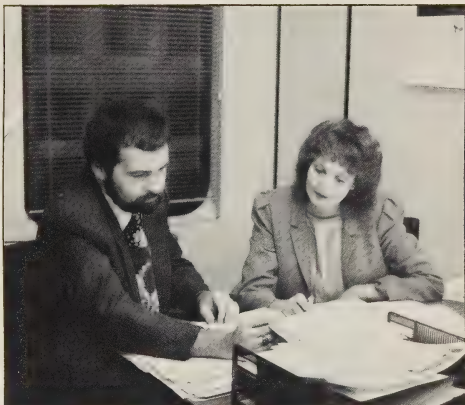
## Industrial Businesses Assisted



- Southwest/Central Ontario
- Northern Ontario
- Eastern Ontario

As shown above, small business and regional development are what our industrial assistance programs are all about.

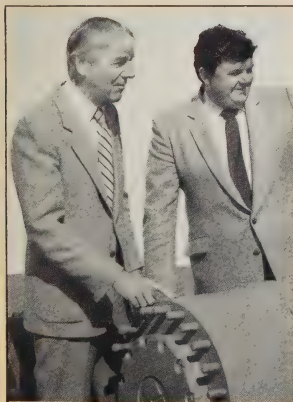
Neil O'Connell from Loan Administration and Susan Snelgrove from Legal Services team up to resolve a security question for one of our clients.



Ross Waddell, Director of Industrial Parks for the Development Corporations, meets with Northam Industrial Park tenant Mac Lees and site manager Pres Lavier.

Mac Lees is both the manager of Borden Chemical Company and the Mayor of Cobourg. "The regional development stimulated by our industrial park has been very important to the whole community," he says.

The Ontario Development Corporation owns and operates two industrial parks—Northam Industrial Park, located in the Town of Cobourg, and Huron Industrial Park, near the Town of Exeter. Together, the two parks provide facilities for 2,000 people employed by 22 private sector industrial tenants.



## Burgess Power Train and Manufacturing Inc.

Ken Burgess, a good representative of Sudbury's entrepreneurial spirit, realised that there was an untapped market in Northern Ontario for the manufacture and remanufacture of heavy equipment drive trains and components. In March of 1980, he founded Burgess Power Train and Manufacturing Inc. and, by the following spring, he had to expand his operation in order to meet the ever-increasing customer demands.

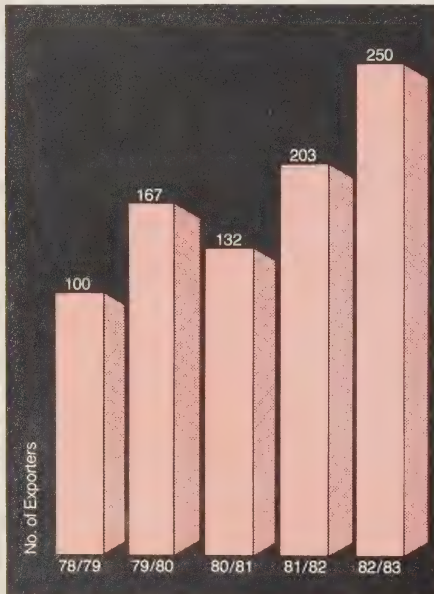
One of our people in Sudbury, Arne Sorensen, helped Ken expand with a loan from the Northern Ontario Development Corporation. It was used to buy and renovate a 7,200 square foot building in the Valley East Industrial Park.

Ken now has 45 people working with him at Burgess. "Thanks to NODC's support," says Ken, "we were able to get the new space and equipment we needed to service all our customers."

# Developing Trade

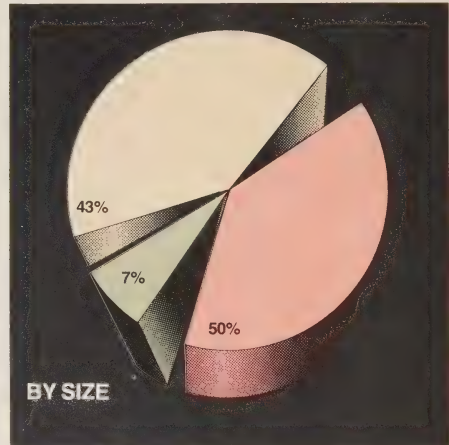
Stimulating export growth is a central feature of Ontario's economic development activity. The Development Corporations contribute to the realization of Ontario's export potential by providing companies with revolving lines of credit to finance their export sales. The Export Support Loan Program, which is directed toward small businesses and new exporters, has a long-term goal of increasing substantially the number of Ontario exporters.

## Exporters Assisted (Total active loans)

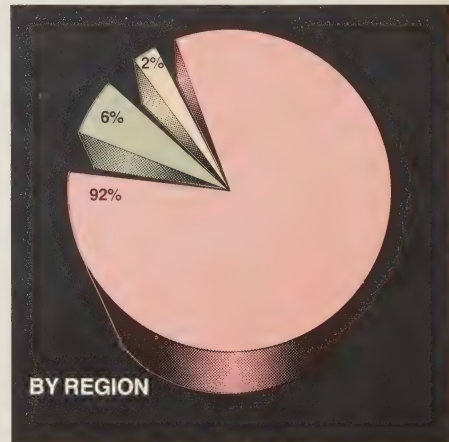


Most of the companies in the Export Support Loan Program to date are located in the industrial centre of the Province, close to the U.S. markets where most Ontario companies direct their initial export efforts.

## Exporters Assisted, 1982/83



- up to 20 employees
- 21-100 employees
- over 100 employees



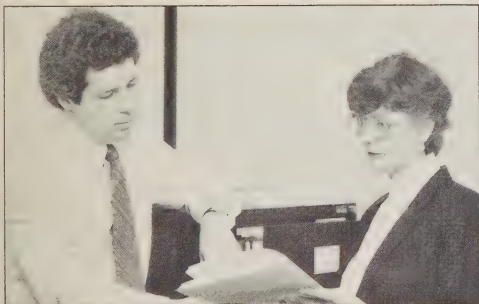
- Southwest/Central Ontario
- Northern Ontario
- Eastern Ontario



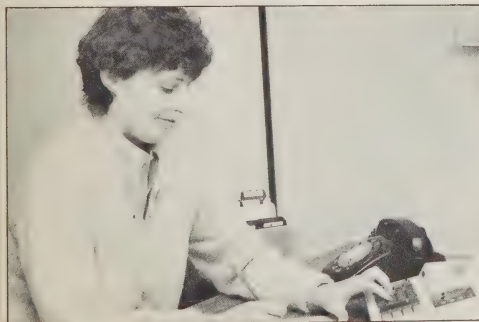
## National Hardware Specialties Ltd.

William Gispén, President of National Hardware Specialties Ltd., shows some recent plant improvements to John Harris, a consultant in our London office. National Hardware has bounced back from a serious financial loss in 1981 to significant export sales growth and new-found prosperity, with the help of the Ontario Development Corporation.

"ODC's financial support was a vital factor in enabling the employees to purchase the company," says Bill Gispén. "We've shown a profit in our first year and, with the help of the ODC Export Support loan, about half of our present production is being exported to the U.S."



Alice Brooks and John Quigley, in our Export Support Loan Section, unravel the complexities of an export sale to China. Export financing is a highly specialized function of the Development Corporation and requires people that can reconcile the business requirements of Ontario's exporters with the bureaucratic demands of foreign governments.

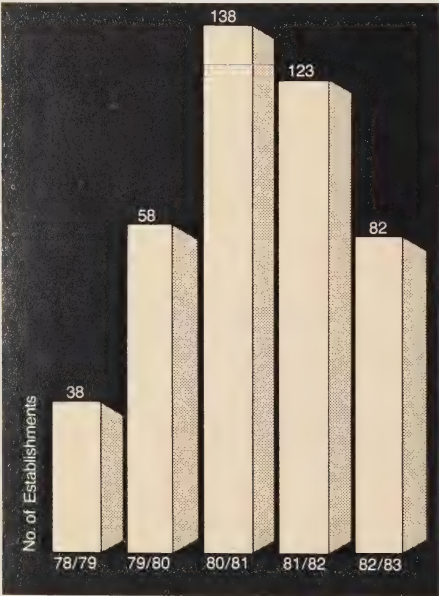


Eunice Altomare keeps track of our Export Support Loan clients and their foreign customers on a daily basis, making sure that cheques are processed quickly and repayments credited promptly.

# Developing Tourism

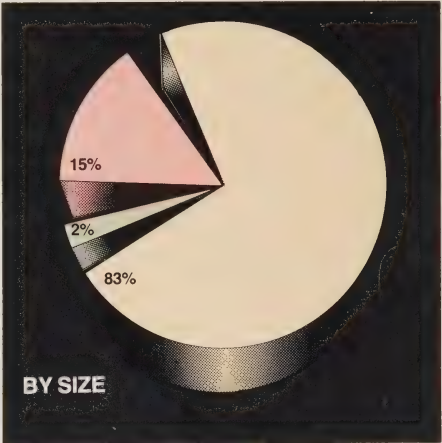
Improving and expanding Ontario's tourist industry is another key objective. Many small tourist operators, especially those in remote areas, need loans or loan guarantees from the Development Corporation to bring their plans to completion.

Tourism Establishments Assisted

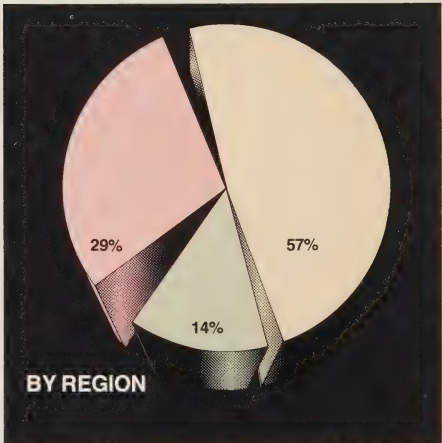


Regional development — capitalizing on the natural attractions of Ontario's North and East and the less developed parts of southwestern Ontario — is a primary goal of the Development Corporation's tourism programs.

Tourism Establishments Assisted, 1982/83



- up to 20 employees
- 21 to 100 employees
- over 100 employees



- Southwest/Central Ontario
- Northern Ontario
- Eastern Ontario



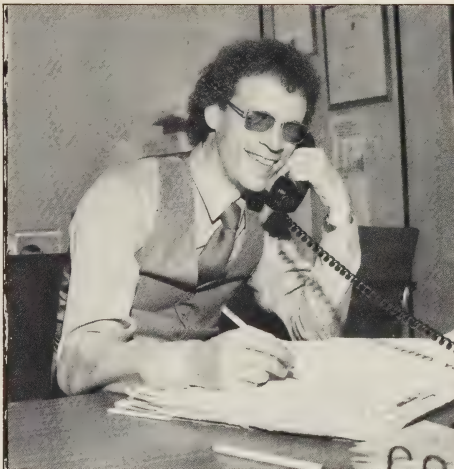
## Southview Cottages

"It's often difficult for tourist operators to obtain financing from conventional sources. That's why we so greatly appreciate the wide variety of programs offered by the Eastern Ontario Development Corporation."

Those were the feelings expressed by Charles and Mary Tress of Southview Cottages on Rice Lake, near Bailieboro, while giving a tour of their facilities to Jim Boyd, an EODC consultant, and David Gifford, from the EODC Board of Directors. The Tresses first borrowed from EODC in 1974 so they could build eight cottages, a water and sewage system, fish cleaning facilities and a laundromat.

In September, 1982, Charles and Mary came back to talk to Jim Boyd at EODC. This time, the couple's plans included the addition of more guest accommodation and an enlargement of service facilities.

"Most of our clientele is drawn from the United States," says Mary Tress. "We have a very high rate of repeat business and, in order to maintain our appeal, we must constantly ensure that our facilities and services are kept in top condition."



Ray Greenwood talks to one of our clients about the company's recent financial statements. The development process continues well beyond the disbursement of funds, and our Loan Administration people continue to work with our clients throughout the term of their loans.



Thiru Thirumalai, in our Insurance Section, makes sure that a new hotel that ODC is helping to finance is adequately covered. This is an important part of the work that needs to be done before the borrower's cheque can be sent out.



# The Development Corporations Programs

The Corporations' programs support the development of small businesses in industry, trade and tourism. Special emphasis is given to promoting:

- entrepreneurship
- job creation
- regional diversification
- expansion of both international and domestic trade
- the development and use of new technology
- productivity and competitiveness of Ontario's industrial base
- development of the Province's tourism industry

The development Corporations are primarily involved in providing risk capital to small businesses through loans ranging from \$5,000 to a maximum of \$500,000.

## **Direct Term Loans**

Term loans are provided as part of a total financial package, when private sector funding under normal terms and conditions is not available.

## **Guarantees**

In special circumstances, the Corporations can also guarantee loans from conventional sources if adequate private sector funding would not otherwise be available.

## **Export Support Loans**

Loans up to \$1,000,000 are available to Ontario-based exporters to help finance foreign accounts receivable.

This program is funded jointly by the Development Corporations and the Board of Industrial Leadership and Development (BILD).

## **Incentives**

Special incentives may be applied to both term loans and guarantees in cases where there is a demonstrated need on the part of the applicant and the proposal carries significant benefits to the Province.

## **Interest Rates**

The Corporations' basic interest rate is set monthly at the Province's medium-term borrowing rate. Rates two percent lower than the Corporations' basic rate apply to Tourist Loans, Export Support Loans and Industrial Parks Loans.

## Powell Corporation

"I've got great respect for the Northern Ontario Development Corporation," says Bruce D. Powell, Director and General Manager of Powell Corporation of Parry Sound, shown here with his chief engineer Richard Sharpe.

His company converts conventional aircraft to water bombers and then leases them to governments and other forest fire protection services in North America, South America and Europe.

With the help of NODC, Bruce was able to finance a major project to build a new hangar, shops and offices.

"We sell to a highly selective, demanding market," says Powell. "This tailor-made loan was the perfect form of financing for us."

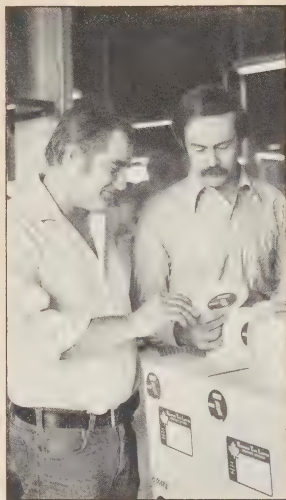


Mila Bobadilla, head of the Disbursement Section, signs a cheque for one of our borrowers. In the end, financing development is what the Development Corporations are all about.



Walter Prendergast and Bill Fairweather pool their financial and engineering talents to analyze a particularly complex problem for one of our clients. The development process continues well beyond the disbursement of funds, and our Loan Administration people continue to work with our clients throughout the terms of their loans.

## Renfrew Tape Ltd.



The Town of Renfrew is a small community in the upper Ottawa Valley. Since the turn of the century, Renfrew's progress has been due to a vibrant community spirit and the determination of some far-seeing entrepreneurs.

Herb Prance and Barry Shields are good examples of this spirit and determination. Together with Joseph LeMoine they founded Renfrew Tape Ltd. in 1979 to produce a wide range of pressure-sensitive cloth tapes.

Jim Lindsay, of the Eastern Ontario Development Corporation's Ottawa office, arranged start-up financing which helped cover the cost of some of the basic equipment required to get the project underway.

By the spring of 1981, fourteen people were working for the company and its products were being sold throughout Canada to companies which had previously depended mainly upon foreign sources for supplies. But not content with stable sales, Renfrew Tape Ltd. recognized an opportunity to expand its product lines to include a range of polyethylene tapes. Jim Lindsay helped put together a financing package to purchase the specialized equipment needed for this new endeavour. As a result, the company expects to have almost three times the current number of employees within five years.

"It was the availability of the special financing in Eastern Ontario that encouraged us to expand," says company President Barry Shields.



Grace Brereton in Accounts posts another payment to a client's ledger card. Timely, accurate information on each borrower's status is an important part of our service delivery.



# Agency Activities

On behalf of BILD or on request from other ministries, the Corporation provides screening, evaluation processing and administrative services for a number of other Ontario Government financial assistance programs, including:

High Technology Loan Program (BILD)  
a five-year, \$50 million incentive loan program to help small Canadian high technology companies develop and grow.

Tourism Redevelopment Incentive Program (BILD)  
incentive guarantees for tourism sector projects.

Tourism Grading Program (BILD)  
small loans to help tourist operators improve their accommodation ratings.

Eastern Ontario Subsidiary Agreement (Federal/Provincial)  
a five-year, \$10 million program to encourage regional development.

Northern Ontario Rural Development Agreement (Federal/Provincial)  
a five-year, \$5 million program to encourage regional development.

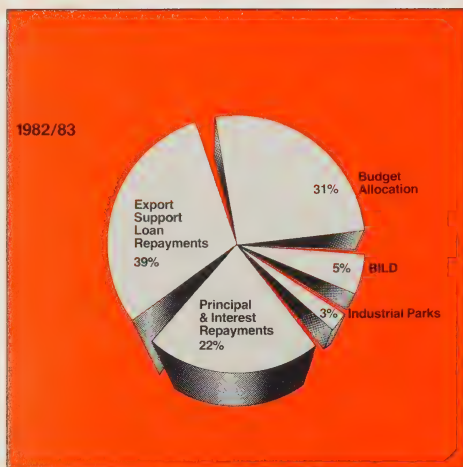
## Loans and Guarantees Approved, 1982/83

	No.	Amount (\$000's)
Direct Term Loans	180	\$25,999
Direct Guarantees	55	14,414
Export Support Loans	121	33,460
Agency Loans	127	11,669
Agency Guarantees	25	7,210
Ontario Industrial Parks Program	4	1,639
TOTAL	512	\$94,391

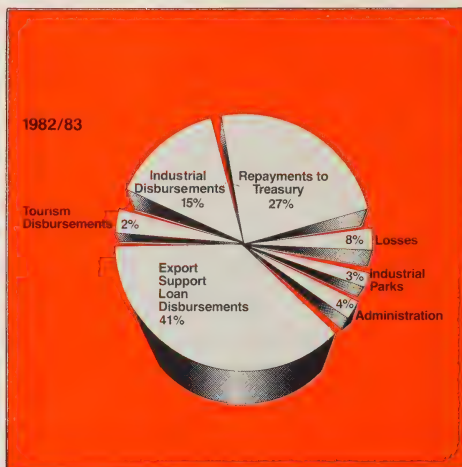
# The Development Corporations Funding

The Development Corporations' direct budget for loans is supplemented by program funds that we administer on behalf of BILD and other government agencies. We also have a revolving Export Support Loan fund, in which borrower's repayments are continuously recycled to finance new exports. Loan repayments represent the largest amount of cash flowing through the Corporation, both from our borrowers to us and from us to the Provincial Treasury. Administration, which includes all staff and operating costs, is one of the smallest components of the total cash flow.

## Where the Funds Come From 1982/83



## How the Funds Are Used 1982/83

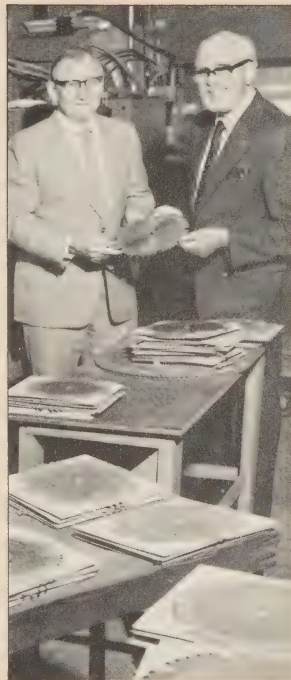


## Galt Wood Tool Limited

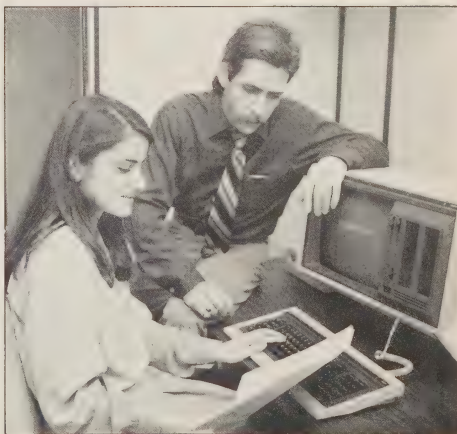
Galt Wood Tool Limited of Cambridge produces custom-made, high-speed saws and cutters for furniture manufacturers, millwork suppliers, and contractors. Company President Bob Pulling recognized that help was needed for modernization and productivity improvements.

He contacted Rid Dowding of the Ontario Development Corporation, who worked out a suitable financing program, including an ODC term loan. The company was able to purchase new manufacturing machinery, making it possible to expand operations, create new job opportunities and improve productivity.

"Thanks to ODC," says Bob, "we were able to break away from years of tradition and meet the stresses and challenges of changing market demands. At the same time, we expect to add 28 new jobs over the next few years."



In our Statistics Section, Abby Maalouf and Rick Ingleson get together to update a management report. Knowing what the Corporation is doing and what results we've achieved forms the basis for our future plans.





# Organization Chart

**Minister of  
Industry and Trade**  
Honourable Frank Miller

**Chairman,  
Ontario Development Corporation**  
James H. Joyce

**Ass't. Board Secretary**  
Marnie Parker

**Support Staff**  
Rosalie Balfour

**Chairman,  
Northern Ontario  
Development Corporation**  
Douglas J. Johnson

**Chairman,  
Eastern Ontario  
Development Corporation**  
Alex Siviersky

**Ass't. Board Secretary,  
NODC and EODC**  
Lois Crouch

**Support Staff**  
Betty Keip

**Executive Director and  
Chief Executive Officer**  
Andrew Croll

**Secretary**  
Sandra Shute

**Director, Legal Services**  
Brian Cass  
Solicitors

Taz Ali  
Peter Birnbaum  
Steve Eisen  
Margaret Kohr  
Mel Olanow  
Susan Snelgrove  
**Support Staff**  
Angelita Arcena  
Marie Detzler  
Pat Young Ning  
Myrna Phillips  
Beatrice Schrompf

**Corporate Secretary**  
Mitch Bros

**Secretary**  
Irena Kolesnik

**Director,  
Industrial Parks**  
Ross Waddell  
Consultant

Frank Pospisil  
**Secretary**  
Rene Perz

**Site Manager,  
Huron Park**  
Jack Malone

**Site Manager,  
Northam Park**  
Pres Lavier

**Director,  
Loan Applications, ODC**  
John Mitchell  
**Secretary**

Donna Cantar

**Manager, ODC**  
Ernie Carter  
**Consultants**

Kitchener: Rid Dowling  
Bruce Maycock  
**Secretary**  
Betty Reycroft  
John Harris  
Bill McGill  
Joe Wood  
**Secretary**  
Phyllis Corstorphine  
Toronto: Doug Allen  
Nick Zoubrycki  
Willowdale: Jack Campbell  
Wallace Goddard  
Nathan Goldfinger  
**Secretary**  
Fausta DiBattista

**Manager, ODC**  
David Wright  
**Consultants**

Hamilton: Art Tofano  
**Secretary**  
Trudy LeClerc  
Orillia: Jim Boyd  
**Secretary**  
Shirley Mabey  
Peel: Barry Cahoon  
Bill Shields  
**Secretary**  
Myrna Morgan  
Toronto: Ross Bailey

**Director,  
Loan Applications,  
NODC and EODC**  
Al Beckley  
**Secretary**

Margaret Neil

**Manager, EODC**  
David Wright  
**Consultants**

Kingston: Diamond Deelhar  
Bill McLean  
**Secretary**  
Joan Burman  
Ottawa: Jim Lindsay  
Barney MacInnes  
David O'Neill  
**Secretary**  
Helen Faith  
Peterborough: Jim Boyd

**Manager, NODC**  
Arne Sorensen  
**Consultants**

Sudbury: Peter Spik  
John Symington  
**Secretary**  
Nancy Druzuik  
George McKinnon  
Thunder Bay: Nick Vickruck  
**Secretary**  
Pat Hluchman  
Bill Carey  
Timmins: Ralph Deleurant  
**Secretary**  
Lois Hall

**Director,  
Finance and Administration**  
Ron Lerner  
**Secretary**  
Loma Gajraj

**Manager, Disbursement,  
Inspection,  
and Insurance**  
Mila Bobadilla  
**Disbursement Officers**

Enzo Lavorato  
Howard Lazarus  
John Lowe  
Harry Weekes

**Inspectors**  
John Thurston  
Zen Furuya  
Art Scammell

**Support Staff**

Chris Schulz  
**Supervisor, Insurance**  
Thiru Thurumalai

**Support Staff**  
Neil Naraine  
Ekie Payne

**Manager,  
Finance and Accounting**  
Bill Copler

**Supervisor, Finance and  
Office Services**  
Edith Dekaney

**Support Staff**  
Ann Brown  
Elizabeth Cheong  
Jackie Durand

Neal Hearn  
Irene Hrebik  
Rick Ingleson  
Abby Maalouf  
Helmut Schneider

**Supervisor, Accounting**

Gond Durrant  
**Support Staff**  
Grace Brereton  
Louise Cioffi  
Pauline Hazen  
Sharon Kay  
Gay Lee  
Zebun Rupani

**Director,  
Loan Administration**  
Kaye MacMillan  
**Secretary**  
Mary Powell

**Manager,  
Loan Administration**  
Bill Smith

**Supervisor, ODC**

Ben Farr

**Portfolio Officers**

Vince Adhithetty  
Ray Greenwood  
Neil O'Connell

**Financial Officers**

Anne Brown  
Jim MacDonald  
Dan Sherlock

**Supervisor, NODC and EODC**

Stan Peterson

**Portfolio Officers**

Bob Abbott

Trevor Swatman

**Financial Officers**

Glen McMichael  
Glenda Ramsahai  
Ray Thomas

**Supervisor, Export**

**Support Loans**

John Quigley

**Portfolio Officers**

Ivars Austrins  
Alice Brooks

**Support Staff**

Eunice Altomare  
Myra Lunan  
Yvonne Robbins  
Dale Wilson

**Special Services Consultants**

Greg Fabro  
Bill Fairweather  
Eric Hodgins  
Jim McKoy  
Walter Prendergast  
David Smith

**Director,  
Special Financial Services**  
Bob Winter  
**Secretary**  
Eleanor Scraggs

**Manager**

Ross Nixon

**Consultants**

Rob Cloth  
Michael Desrosiers  
Charles Lum

**Support Staff**

Dorothy Lambermont

**Policy Advisor**  
Katrin Horowitz  
**Executive Assistant**  
Paul Byrnes  
**Information Officer**  
David Goodyear  
**Secretary**  
Wilma Hayes

# The Ontario Development Corporations

## Ontario Development Corporation

1200 Bay Street  
Queen's Park  
Toronto, Ontario  
M7A 2E7  
(416) 965-4622

Suite 607  
195 Dufferin Avenue  
**London**  
N6A 1K7  
(519) 433-2871

73 Mississauga Street East  
**Orillia**  
P.O. Box 746  
L3V 6K7  
(705) 325-5553

Nor-Towne Plaza  
1131 Second Avenue East  
**\*Owen Sound**  
N4K 2J1  
(519) 376-3875

Suite 480  
5 Fairview Mall Drive  
**Willowdale**  
M2J 2Z1  
(416) 491-7996

119 King Street West  
P.O. Box 2112  
**Hamilton**  
L8N 3Z9  
(416) 521-7785

Suite 507  
Canada Trust Building  
305 King Street West  
**Kitchener**  
N2G 1B9  
(519) 744-1991

Suite 608  
201 City Centre Drive  
**Peel Region**  
**Mississauga**  
L5B 2T4  
(416) 279-9150

Suite 401  
15 Church Street  
**\*St. Catharines**  
L2R 3B5  
(416) 688-1454

Room 227  
250 Windsor Avenue  
**\*Windsor**  
N9A 6V9  
(519) 252-3475

## Northern Ontario Development Corporation

435 James Street South  
**Thunder Bay**  
P7C 5G6  
(807) 475-1671

273 Third Avenue  
**Timmins**  
P4N 1E2  
(705) 264-1323

120 Huron Street  
**\*Sault Ste. Marie**  
P6A 1P8  
(705) 253-1103  
4th Floor  
199 Larch Street  
**Sudbury**  
P3E 5P9  
(705) 675-4333

## Eastern Ontario Development Corporation

143 Parkedale Avenue  
**\*Brockville**  
K6V 6B2  
(613) 342-5522

Suite 308  
1055 Princess Street  
**Kingston**  
K7L 5T3  
(613) 547-2251

Suite 404  
56 Sparks Street  
**Ottawa**  
K1P 5A9  
(613) 566-3707  
139 George Street North  
**\*Peterborough**  
K9J 3G6  
(705) 742-3459

\* Ministry of Industry and Trade office. Appointments with Development Corporation consultants can be

made through this office, which is visited regularly by our staff.







3 1761 11547168 2